

Background Notes for D/Pers on Second Briefing

I. 4 Steps to PMMP in 70's.

Card 1: You will recall last time I went over some highlights: where we have been, where we may be heading and what we may encounter as future problems.

Card 2: I noted they add up to the need for a systematic look at the varying situations that may occur throughout the Agency and for an examination of their overall effects (as contrasted to the compartmented administrative problems and interests of the individual Career Services).

Card 3: I acknowledged the success we have experienced over the years from fixing basic responsibility for personnel administration at program levels but reflected also on the desirability of concerting our efforts in seeking comprehensive solutions to Agency-wide problems that can be identified by systematic review.

Card 4: To check out the feasibility of a systematic approach to an assessment of personnel needs in the 70's, I tried out the proposed four steps in OP. The results were sufficiently encouraging to warrant my discussion of these points with you today.

Card 5: I would add a word of caution. No look ahead will be completely accurate, and certainly no predictions can be cast in concrete. But systematic reviews, periodically carried out, will force an awareness of probable events that may otherwise escape our attention in the daily press of business.

II. Step 1.

Card 1: Verbally summarize elements in chart (or handout) while participants read.

Card 2: The first step in looking ahead at the situations within any Career Service is a projection of the personnel flow upward through the lower, middle and upper grades. As previously remarked, future upward movement and challenge will mainly come from turnover. More specifically, the number of vacancies that future turnover will create will largely determine future promotional headroom and opportunity for personal challenge.

Card 3: To assist individual Career Services in assessing future personnel flows within their areas, I have had my staff prepare tables of

cumulative vacancies for each of the Career Services. The data is tabulated by Grade (GS-11 and above) for each year during the decade. The information is based upon projected retirements and non-retirement separations.

Card 4: These calculations are considered to be preliminary estimates. To ensure their reliability, the Career Services should modify them as much as possible by information available to them, such as known individual retirement plans.

III. Step 2.

Card 1: Verbally summarize elements in chart (or handout) as participants read.

Card 2: Having established jointly with OP the dimension of future promotional headroom; each Career Service Board should estimate how many of its careerists potentially will be ready for promotion during the next 10 years.

Card 3: The chart (or handout) on Step 2 refers to the promotional readiness of professional careerists as evaluations of the Career Service Board concerned. Such judgments should be predicated upon the Board's assessment of the potential of individual careerists, rather than its application of formalized criteria. While I do not believe there is an effective alternative to subjective judgment in the determination of employee's potential, I recognize that each Career Board would undoubtedly rely upon TIG norms relevant to its situation -- perhaps different ones applicable to different grade levels for careerists having the potential to advance on a fast, medium or slow track.

Card 4: The estimate of an employee's promotional readiness should be charted according to the particular years and grades involved. After the Career Service combines all of the individual estimates into one table, it could project, by year and by grade, the number of promotional spaces needed to advance those careerists who should be given recognition if at all possible.

Card 5: The judgments of each Career Service about the future promotional readiness of its careerists would have validity only for planning purposes and should be revised periodically. Nevertheless, such data would provide basic insights into the future health of a Career Service.

Card 6: How good or bad the promotional situation is apt to be within a given Career Service is determined by comparing its estimated promotional headroom to the promotional readiness of its professionals. Putting these two tables together facilitates the identification of problem areas in specific grades within specified years. (See illustration, Step 2).